



Section 3: The VITA Organization

Creating a World-Class Model

By December of 2004, the conclusion of VITA's legislatively prescribed 18-month ramp-up period, VITA's staffing complement will overwhelmingly consist of individuals transitioned from among the agencies designated as "in-scope" for this transformation initiative. The individual "faces" of VITA, then, will be familiar ones—an attribute certain to be of comfort to VITA's customer agencies.

In purposeful contrast, the *organization* of VITA is markedly different than any technology service organization the Commonwealth has seen to date. The structure of VITA is new from the ground up. Under the sponsorship of Governor Warner and Secretary of Technology George Newstrom, the multi-agency team that designed VITA's organization explored best practices in IT organization in both the public and private sectors. Assisted by the international consulting firm BearingPoint, the team looked for models that would emphasize customer service while at the same time promote consistent technological competence and opportunities for professional advancement.

The structure chosen, in organizational terms, can be considered a *hybrid* model. As illustrated by Figure 3-1 below, from the customer's perspective, the view is of a single point of contact. Whether the day-to-day tactical need is to solve an immediate problem or order new service, and regardless of the technology (PCs, phone service, etc.), the customer need not worry about where to go or who to talk to—the VITA Customer Care Center responds to all such needs and inquiries.

The High-Level Customer View of IT

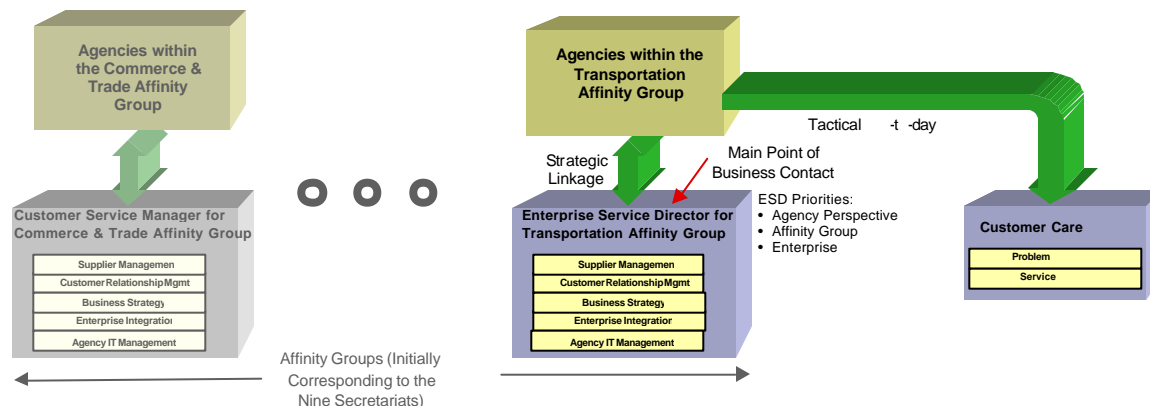


Figure 3-1

Likewise, for strategic needs (e.g., accommodating a change in legislative mandates or supporting a newly planned facility), the customer had a clearly designated VITA service contact to assist in planning and preparing for such business initiatives.

As further described below, VITA's *Customer Support Services Directorate* provides this customer facing single-point-of-contact. Moreover, as Figure 3-1 indicates, this customer service unit is itself organized by "affinity group" (i.e., business units with similar or related missions) to parallel the business structure of the VITA customer base. In the case of Virginia state government, the most logical affinity groups are the Cabinet Secretaries.

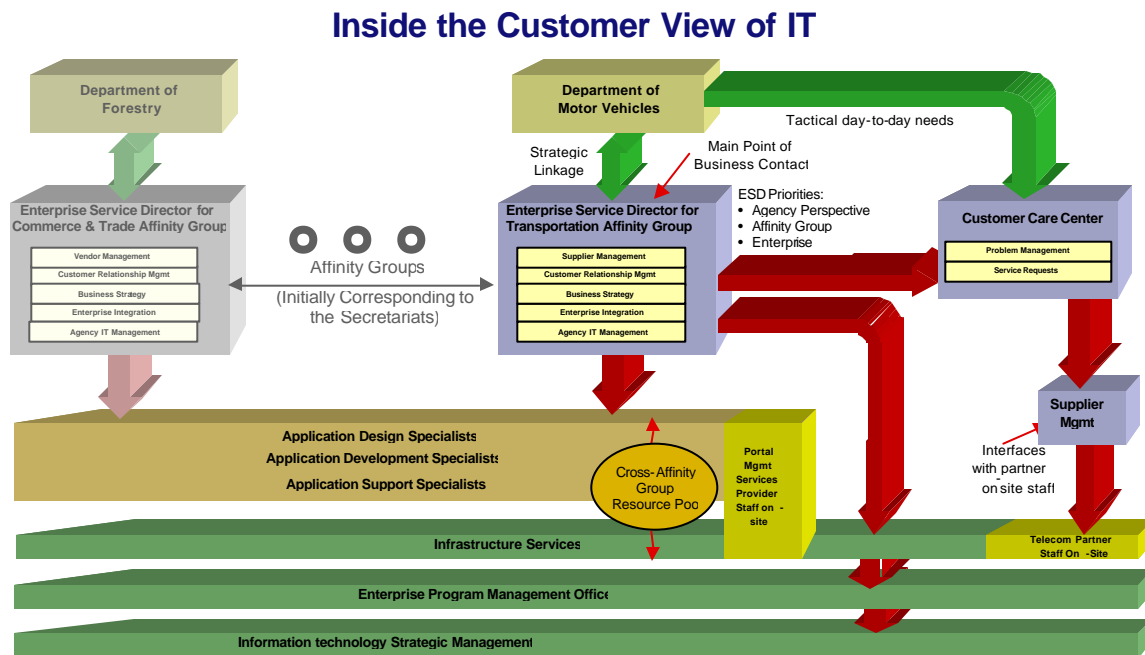


Figure 3-2

How, then, can other portions of VITA be organized to complement the customer-facing component while meeting the model's other requirements—consistent technological competence and opportunities for professional advancement? The answer, as Secretary Newstrom often refers to it, is "what's behind the light switch", the "utility" components of VITA. Figure 3-2 illustrates how these VITA support components are organized, by technology and professional competency, to meet these additional objectives while supporting the customer-facing organization—thereby completing the hybrid organizational model.

VITA's Organizational Structure

Figure 3-3 indicates how the model described above has been translated into VITA's formal organizational structure. Underneath the CIO and his direct staff, VITA has 11 directorates (Audit & Management Services, Security Services, and Resource Development & Projects not shown below). Detailed organization charts are available in Appendix 3-1.

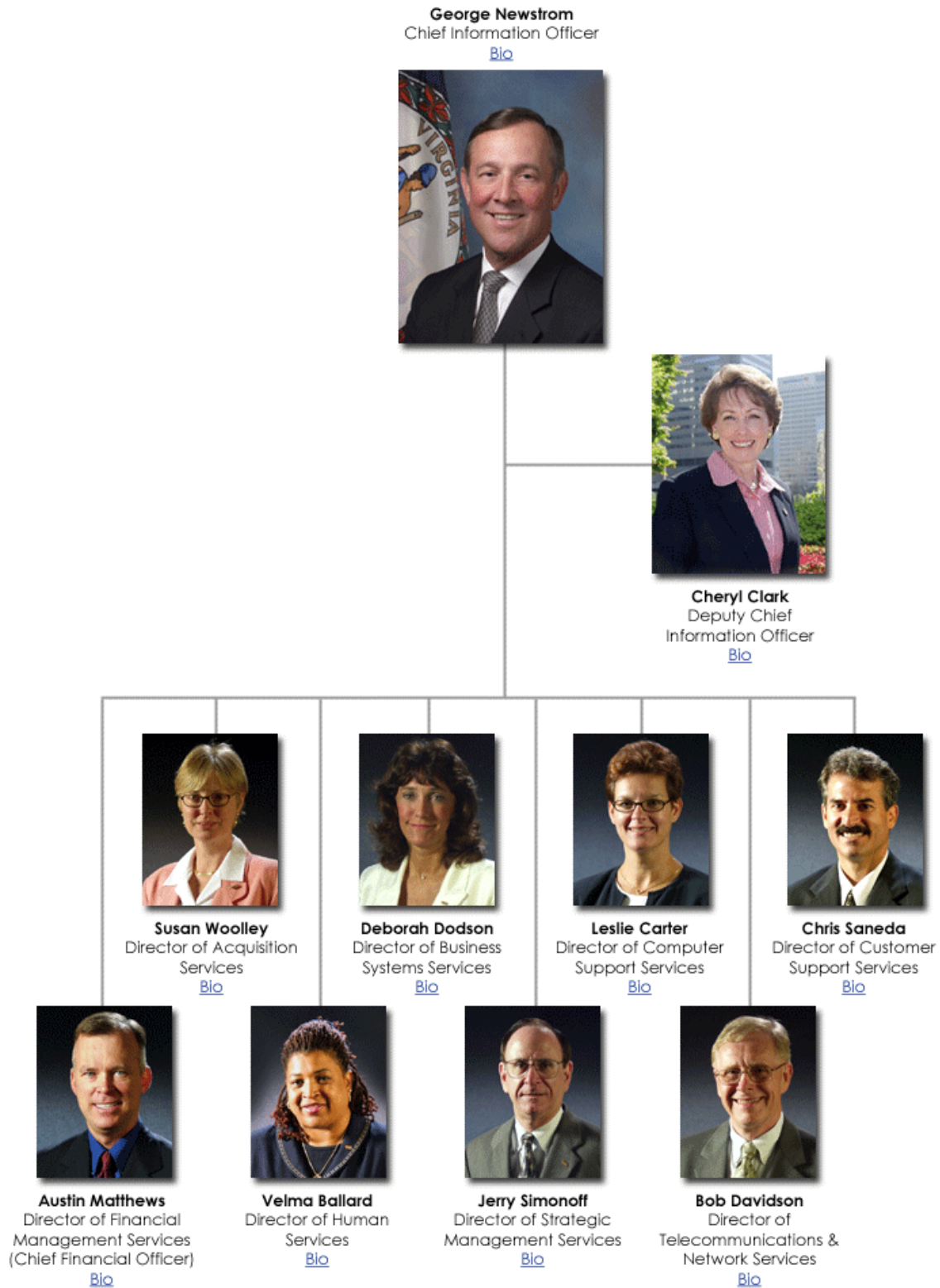


Figure 3-3

Each of these directorates and its member work units is outlined below.

Acquisition Services

This directorate provides the core functions associated with the acquisition of all things related to information technology for the in-scope agencies. A main purpose of doing this is to leverage the Commonwealth's size in obtaining value for goods and services. Its divisions are:

- **Purchasing Administration**—This function provides the day-to-day functions associated with acquisition. It includes monitoring receipt dates, business partner performance, and cost control.
- **Acquisition Services Management**—This group provides the interface to the customers in order to help them understand the acquisition process, as well as to interface with agency purchasing staff so they can provide the most value to the Commonwealth.
- **Contracting Services**—This group provides the primary interface for contracted services. These services could include such things as contractors (e.g., people), hosting services (web, or other), or project assistance.

Audit & Management Services

This directorate provides the internal compliance audit functions within VITA. In order to maintain a measure of independence, this unit reports directly to the CIO. It consists of three primary functions:

- **Financial & Performance Audit / Services**—This function provides all the fiscal auditing services. It interfaces most closely with the Financial Management Services directorate in ensuring that cost controls are being adhered to and that VITA is meeting its fiscal objectives.
- **Network Vulnerability Services**—This group works closely with the Security Services, Computer Services, and Telecommunications & Networking directorates to ensure that security mechanisms (technology and processes) are being followed and are effective. They provide independent testing for potential security violations or issues.
- **IT Systems Audit / Services**—This group provides the internal audit of the systems and software that VITA is responsible for. It provides independent checks and monitoring of policies and procedures to ensure they are being adhered to.

Business Systems Services

This directorate has the responsibility for enterprise-wide applications as well as providing application support to agencies as needed. It consists of seven main divisions, two of which remain to be organized, and one affiliated division, as follows:

- **E-Government Services**—This group oversees administration of Web Development Managed Services (VIPNet) and provides expertise in e-government / e-commerce tools and service delivery outlets. It also conducts research into tools, technologies, methods, and systems, which expand or enhance delivery of Commonwealth services to customers, employees, and business partners.

- **Application Development Management**—As the name implies, this group provides full life cycle applications design, development, and maintenance for internal VITA-supported systems. This includes existing support systems such as PeopleSoft Financials, Billing Systems, and MAX. At the enterprise level, this includes such systems as My Virginia PIN, Oracle Financials Consolidation, IFA Processing System (ESS), Portfolio Management, Customer Relationship Management System, and ERP Systems. Affinity group systems are supported as requested.
- **Data Services**—The primary function of this group is database administration. This includes responsibility for the definition, operation, protection, performance, and recovery of databases as well as the design of complex logical and physical databases. This group also assesses new databases for consistency, compliance and integration with data architecture standards and policies and evaluates DBMS products, tools, and methodologies.
- **Data Warehousing**—The data warehousing group establishes and maintains central repositories of integrated information, making them available for queries and analysis, and extracting data and information. Part of this function also includes directory services and providing support for specialty data systems such as decision support systems, and Expert Systems. This unit will be organized at a later date.
- **Knowledge Systems Services**—Knowledge systems are defined as systems for storing, organizing and retrieving information/data that has been analyzed, synthesized, and enhanced in some way by human intelligence, wisdom, and insight, thereby making it more valuable. This group provides support for these systems and provides information management services and data administration services for the Commonwealth. This group also defines data naming standards, quality standards, and data stewardship requirements. This unit will be organized at a later date.
- **Integration Management**—This organizational unit works largely internal to VITA. It is heavily cross-functional in nature in that it crosses all organizational boundaries within VITA. It consists of two major functions:
 - Project Management provides much of the project management expertise that will work in conjunction with the Special Projects section of VITA's Resource Development and Projects unit. Initially, much of the emphasis will be on those projects within the RDP. Over time the focus will migrate toward other VITA-specific internal projects.
 - Strategic Development & Integration provides much of the coordination for the development of strategic systems within VITA, both for internal use, as well as external use. Emphasis is placed on integrating those systems into workflow and processes, as well as strategic fit. This group works closely with the Strategic Management Services Directorate.
- **Virginia Geographic Information Network**—The VGIN Division fosters the creative use of geographic information and oversees the development of a catalog of GIS data available in the Commonwealth. Functions include drafting of policies and guidelines to support state and local acquisition, exchange, storage, and use of geographic or base map data and related technologies; development of a comprehensive system for providing access to electronic state geographic data products for individuals, businesses, and other entities; and management of projects relating to the development or acquisition of geographic and statewide base map data. While functionally affiliated with Knowledge Systems Services, consistent with the *Code of Virginia*, VGIN reports directly to the CIO.

Computer Services

This directorate provides those services that are generally considered to be part of the traditional data center type of operation. Its responsibility includes mainframes, midrange systems, and servers. Three major functions of this directorate are:

- **Data Center Operations**—This group is responsible for the daily hardware operations and monitoring of systems. This includes job scheduling, tape handling, and performing back up and storage of data including off-site storage. As part of its commitment to customer service, it monitors computing platforms on a 24x7 basis, and provides Level Two support for problems.
- **Technical Design & Planning**—This group is largely concerned with future performance of VITA operated systems. In pursuit of this, the group performs capacity planning on systems, storage and communications supporting VITA including MVS, Unisys, UNIX, and NT systems, communications & networking, back up and storage systems, as well as all supporting software. This group also develops an annual plan for purchases that supports budgeting and rate-setting for VITA, tracks VITA Service Level Agreements (SLAs) against actual performance, and develops plans to meet the SLAs for each VITA service.
- **Systems Software**—This group supports operating and systems software providing VITA server services, including NT, Unix variants, Unisys, MVS, and program products on all platforms. Similarly, this group develops and implements plans for software upgrades, maintenance, release, implementation, and other related functions supporting software.

Customer Support Services

As highlighted above, this directorate is the primary interface with VITA's customers, including immediate tactical requirements as well as longer-term strategic needs. This directorate consists of three main divisions:

- **Customer Support Services**—The mission of this group is to support the customer in keeping their operational environment running smoothly. This includes desktop support (on-site desktop PC support, including Move/Add/Change), and desktop image configuration and maintenance.
- **Product Service Development**—This group focuses on the identification and development of new products or services that are required by the Commonwealth, agencies, or through a gap analysis. Functions include analytical services, process mapping, requirements gathering, Service Level Agreement maintenance, monitoring, and reporting, measuring/analyzing/correcting VITA services, and recommending new VITA services.
- **Enterprise Service Directors**—This group has the primary role of customer satisfaction. They build cross-functional teams for problem resolution, and recommend new VITA services. They are the full-time interface with the customers. Duties include managing VITA agency liaisons, and participating in business IT strategic planning. They are also the primary escalation point for agency SLA issues, and Business Partner relations.

Financial Services

This directorate handles all financial aspects of VITA. It consists of two major functions:

- **Finance and Accounting**—This group manages and accounts for the flow of VITA financial resources. It performs the following primary activities: revenue management, disbursement management, general accounting and financial reporting, and PeopleSoft support.
- **Financial Planning**—This group plans, submits, executes, and monitors the VITA budget. It also conducts financial analyses as required and maintains a multi-year financial planning process for VITA. It consists of two major sections: Budgeting and Financial Administration, and Cost Analysis.

Human Services

The Human Services team provides comprehensive, practical solutions encompassing human resources management, professional development, and communications. The three major organizational units within Human Services are:

- **Enterprise Human Resources Administration**—This group provides innovative, practical human resource solutions that address business needs. Core services include recruitment/selection, compensation, benefits, employee relations, HR information systems, performance management, policy interpretation, and leave administration.
- **Communications and Public Relations Services**—This group supports VITA organizational units by providing services such as internal/external communications and newsletters, promoting the agency image, providing marketing services to customers, assisting with audio/visual needs, and providing media relations.
- **Organizational & Professional Development Services**—This unit supports VITA directorates and divisions by providing training services such as technical training, professional development training, educational assistance, project management development programs, CommonHealth Coordination, and training facility coordination.

Resource Development and Projects

This organizational unit is intended to have a finite life, existing for a predetermined time after the last agency is transitioned. Its emphasis is on special projects that are focused on the development of VITA. It consists of two major functions:

- **Resource Development**—This function works closely with the Human Services Directorate to assure a smooth on-boarding transition for agency IT staff. It also involves defining training/retraining efforts to enhance skill sets in order for VITA to provide superior customer service.
- **Special Projects**—This function provides specific manpower or expertise to special projects that are necessary to the evolution of VITA. These are projects that will require dedicated effort in order to complete since much of the VITA staff will be involved with the daily operation of VITA and providing customer service.

Security Services

This directorate provides information technology security support to the enterprise. It interfaces with internal and external entities in the pursuit of that mission. It includes the following major functions:

- **Critical Infrastructure Protection & Service Continuity**—This function includes VITA business resumption planning, VITA disaster recovery planning, and critical infrastructure asset inventory management. This group also coordinates the Commonwealth Technology Contingency Plan.
- **Network Security & Architecture**—This group develops the security and architecture layer of the networks. It includes maintaining awareness of state-of-the-art security technology and processes. It is responsible for working with other groups to ensure that the Commonwealth's network security architecture is kept current.
- **Mainframe & Physical Security**—This group administers security controls to protect the information, assets and facilities within VITA and the in-scope agencies.
- **Incident Management**—Functions of this group include analysis and disposition of security alerts and incident response; and the administration of security-related operating systems that includes the care of software and hardware associated with the enterprise firewalls and other security assets. This includes installation, configuration, backups, upgrades, and performance monitoring.
- **Security Administration**—This group is responsible for monitoring and analyzing data flows from the firewalls, intrusion detection system monitoring, and other security devices/processes. It performs first level analysis and correlation, alerting senior staff to "alerts of interest", and provides a technology watch function to maintain an ongoing reconnaissance of emerging trends and best practices in information security to identify potential improvements.

Strategic Management Services

This directorate provides the strategic vision and direction for information technology in the Commonwealth. It translates that vision and direction into practical guidance for use in planning, designing, and implementing specific technology initiatives, and provides advice and assistance in preparing organizations to take better advantage of technology opportunities and in dealing with related issues. Major functions include:

- **Policy, Practice, and Architecture**—This group is the publisher of all VITA external and internal policies, standards, and guidelines. It develops architectural standards and the accompanying policies and procedures for the enterprise and advises the CIO on architectural standards and exceptions. It also tracks emerging trends and best practices across the spectrum of technologies, including hardware, operating systems, networking and communications, security, and software applications.
- **Project Management (Enterprise Program Management Office)**—This division, specifically mandated in the VITA legislation, ensures the Commonwealth makes the most effective and efficient technology investments to meet the needs of our customers. It provides enterprise-level integration of the state's technology initiatives, consistent evaluation and oversight of major Commonwealth technology projects, and an ongoing program for improving the skills and capabilities of the state's technology project managers.

- **Legal & Legislative Services**—This unit provides comprehensive legal services for VITA initiatives and activities, ensuring that all agreements, practices, and legislative initiatives are effectively structured to meet the business needs of the agency and its customers, consistent with applicable laws and regulations. Functions include drafting and/or reviewing all contracts, agreements, and related legal documents necessary for the day-to-day conduct of VITA business, and advising VITA management as to legal issues that may arise regarding the conduct of the agency's business.

Telecommunications & Networking

This directorate provides telecommunications services throughout the Commonwealth. These services include voice, data, and voice/data integration. It consists of four major functions:

- **Public Safety Communication Division (E-911)**—Established by the legislature, this group supports wireless E-911 initiatives.
- **Voice Systems Support**—This unit provides support for all voice-based systems, including telephones, PBXs, key systems, and contracted voice services.
- **Network & Telco Management Services**—All telemedia operations fall under this group, as well as telecommunications application planning. This group also is involved with the engineering and the support of customer telecommunications-related projects.
- **LAN/WAN Engineering Support**—This group handles the technical aspects of LANs and WANs, both central and enterprise-wide. This includes telecommunications hardware such as routers as well as associated software.

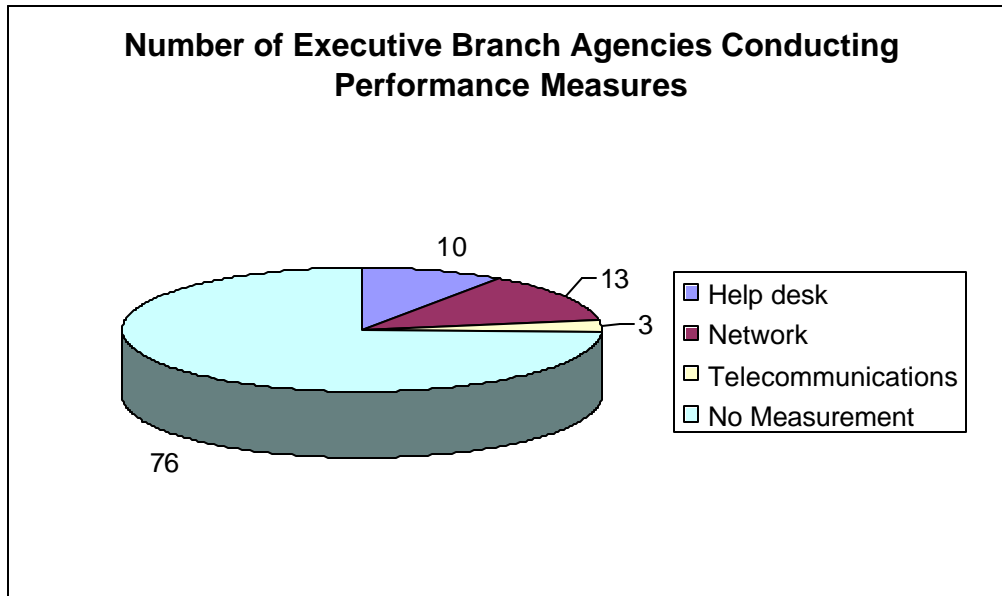
Role of the Memorandum of Agreement

Measurement—A Key to Performance

Performance measurement and accountability are important to VITA. Monitoring and measuring is the best approach for tracking performance, and a Service Level Agreement (SLA) is the best approach for accountability.

Thus, an SLA that was fair, measurable, understandable, and enforceable is intrinsic to VITA's approach to creating a comprehensive Memorandum of Agreement (MOA) between VITA and each customer agency. VITA sees an MOA with embedded SLA as the guiding mechanism for VITA-Customer interaction. This approach is aligned with VITA's Operational Excellence Model and supports the VITA Values of Value-Add, Integrity, Teamwork, and Accountability.

An important--but difficult--aspect of SLA development is the establishment of baseline data. Due Diligence data reported in September 2002 revealed that 83% of the 94 Executive Branch agencies did not maintain any type of ongoing performance measure tracking. And no agency performed the level of comprehensive measurement and continuous improvement of the best-practice standards VITA intends to follow. The graph on the following page shows the category and number of agencies monitoring performance.



As a result of lacking information, the VITA Countdown Checklist (Appendix 3-2) and MOA will provide for a one-year monitoring period in which baseline information for normal and peak operating periods will be measured. This data will be incorporated into ongoing performance reporting.

VITA's approach to service performance is based on the Information Technology Infrastructure Library (ITIL) Service Delivery and Service Support framework. This framework is a key-supporting factor to VITA's Operational Excellence Value Proposition (as outlined in Section 2).

ITIL is the most widely accepted approach to IT service management in the world (Section 4 provides additional ITIL information). It provides a comprehensive and consistent set of best practices for IT service management, promoting a quality approach to achieving business effectiveness and efficiency in the use of information systems. All network infrastructure devices that host production applications are monitored, managed and reported upon.

Adhering to the ITIL model supports VITA's ability to report appropriate Service Delivery and Service Support performance measures required by the MOA. VITA will report quarterly its enterprise performance using the following format. Detailed reporting will be available for each agency.

Service Support	Category Performance Measures	Aggregated Metric Goal	Actual Performance
	Service Quality		
	Service Timeliness		
Service Delivery	Category Performance Measures	Aggregated Metric Goal	Actual Performance
	Service Availability		
	Service Performance		

MOA Evolution and Development

From the very beginning of the concept, the VITA Transition Team engaged its customers in developing the service contract form and content that evolved into the Memorandum of Agreement (MOA). In early 2003, Virginia State Police and the Virginia Department of Fire Programs, both within the Secretary of Public Safety, were used as initial models to ascertain differences between large and small agencies. In the end analysis, VITA determined that services and funding complexities of agencies, whether small or large, were ultimately similar in nature from a technology and best practice perspective.

The draft MOA with embedded SLA was published for general comment on the VITA web site from June 2, 2003 - July 5, 2003 and again September 1, 2003 – September 15, 2003. During the June series of Executive Agency Head meetings, agencies were encouraged to comment. A significant number of comments were received and considered, resulting in the revised version of the MOA circulated in the August 1 edition of the VITA Draft Operating Plan. Customer agencies and other interested parties that have contributed to the MOA content include the following:

- Legislative representatives
- Auditor of Public Accounts
- Department of Social Services
- Department of Health Professions
- Commonwealth Competition Council
- Department of Alcoholic Beverage Control
- Department of Motor Vehicles
- Department of Mines, Minerals and Energy
- Department of Transportation
- State Board of Elections
- Department of Human Resource Management
- State Compensation Board
- The Library of Virginia
- Department of Rehabilitative Services
- Virginia State Police
- Department of Fire Programs
- Department of Taxation

MOA Revision

Throughout its evolution, the central purposes of the MOA have remained to define operating procedures and to set clear accountability and reporting responsibilities for VITA. During the recent MOA review and comment period, several recommendations were received from in-scope agencies and legislative sources regarding the overall structure of the document. These comments focused on the following two points:

- The subject areas and contents added over time had significantly grown the MOA in volume. The document would be less formidable, potentially less intimidating, and easier to use if it were divided into components that logically separate into standard procedures, inventory/assessment data specific to each agency, and the specific VITA services to be provided to an agency.

- The organization and wording of the document could imply it was to be considered a formal service contract. With regard to federal funds reimbursement, such formal contracts may have potential qualification and review connotations that would add unnecessary time and complexity to the process of agencies using VITA services or potentially become an issue during federal audits.

These recommendations have now been discussed with contributors and implemented into a newly organized, modular document, now referred to as the *VITA Service Delivery Customer Workbook*. As reflected in Appendix 3-3, this initial draft version of the Workbook contains the following major components:

- **TAB 1—Customer Relationship:** This section includes those management operating policies that are common to VITA’s working relationships with all customers to whom VITA provides on-site services. As such, it contains portions of the content formerly in draft editions of the VITA Memorandum of Agreement. These standard procedures have been separated out as a stand-alone document based on feedback from both Executive Branch agencies and legislative reviewers of earlier MOA drafts.
- **TAB 2—Customer Services:** This section outlines the technical operating procedures and performance measure reporting that VITA will provide to all customers to whom VITA provides on-site services. It contains portions of content formerly in draft editions of the VITA Memorandum of Agreement. These operating and reporting procedures have been separated out as a stand-alone document based on feedback from both Executive Branch agencies and legislative reviewers of earlier MOA drafts.
- **TAB 3—VITA Service Integration Management Activities:** This section will house the planning and management documents that will direct what services VITA will provide and how the customer agency and VITA will transition the provision of those services. Included are the VITA Service Transition Plan, any exclusions or special notations to VITA infrastructure support, and customer sign-offs at designated stages of the transition.
- **TAB 4—Customer Service Requests with Attached VITA Product Specification Sheets:** This section provides a single location for all services the agency has specifically ordered out of the VITA Service Catalog, along with the accompanying product specification sheets defining those services and their associated service level metrics. Product information is also available at <http://www.vita.virginia.gov/services/services.cfm>

It should be emphasized that, while a new, more user-friendly format, the Workbook contains all the key information that was in the MOA, and all of the data, information, and service provision specifications pertaining to an agency will be signed off by that agency. As with its predecessor, the Workbook will continue to evolve to meet the needs of VITA’s customers, based on experience and continuing user input.

Due Diligence and the VITA Employee “Mapping” Process

In the fall of 2002, as part of Governor Warner’s IT transformation efforts, the Secretary of Technology initiated a comprehensive inventory of Executive Branch agencies’ technology assets and resources, including summary-level data on personnel. This initiative, known as “Due Diligence”, compiled data essential to supporting the IT consolidation legislation introduced by the Governor in the 2003 General Assembly.

As a result of the VITA legislation crafted by the General Assembly and the Governor during that legislative session, Virginia's IT consolidation initiative encompasses the operational aspects of Executive Branch agencies' IT activities. Agency specific business applications and their supporting staffs remain with the agencies. In addition, the transition of those operational functions to VITA is phased in over an 18-month period.

Maintaining positive attitudes and working relationships within the state's IT staffs, both those who will eventually transition to VITA and those who will remain with their current agencies, is extremely important to both VITA and its client agencies. Therefore, the decision was made to minimize any doubts or uncertainty among those employees about their future by determining as soon as possible which positions and which employees would come to VITA, and then notify those that were "mapped" to VITA.

To make those determinations, an update of last fall's Due Diligence personnel data, with specific information about individual IT employees, was required. A formal procedure was developed by the VITA Transition Office to ensure that the determinations were made in a consistent and equitable manner. The Transition Office worked directly with agency leadership in a three-step process to complete their respective personnel analyses and to help decide which employees and positions would transfer from the agencies to VITA.

- As the first step in this process, Secretary Newstrom requested documentation from each Executive Branch agency for each full-time or part-time classified employee, wage employee or contractor that performed any VITA-related duties. (Please see Appendices 3-4 and 3-5 for details.) These submissions were due April 30.
- In the second step, the Transition Office conducted a detailed analysis of the information submitted by agencies in response to the Secretary's request, and identified designated and recommended personnel transfers for subsequent agency review (please see Appendices 3-6 and 3-7). These materials were distributed to agencies the first week in June.
- In the third step, agencies augmented the list of personnel transfers with additional candidates. The VITA transition team and agency executive management then reconciled any differences of opinion that remained. This final step is completed for all but a handful of smaller agencies for which extenuating circumstances are currently being worked out.

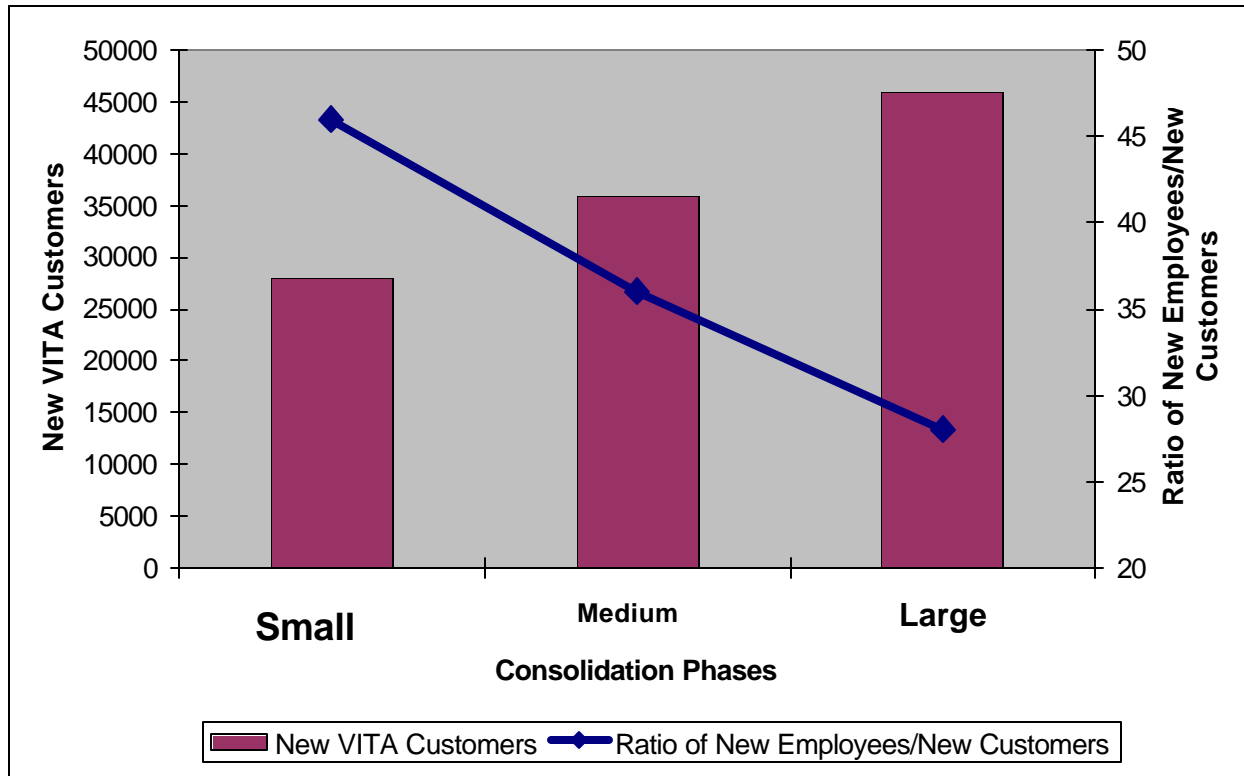
The results of this process, in terms of positions to be transferred to VITA, are summarized in the tables below.

Secretariat	Total Positions Assigned VITA	Classified Positions Assigned VITA	P-14 Positions Assigned VITA	Contractor Positions Assigned VITA
Administration	15	13	0	2
Commerce and Trade	58	54	4	0
Education	24	24	0	0
Finance	66	64	2	0
Health and Human Resources	282	253	8	21
Natural Resources	36	27	1	8
Public Safety	134	127	3	4
Technology	0	0	0	0
Transportation	275	250	7	18
Statewide Totals	890	812	25	53

	Total Positions Assigned VITA	Classified Positions Assigned VITA	P-14 Positions Assigned VITA	Contractor Positions Assigned VITA
Small Agency Totals	9	7	0	2
Medium Agency Totals	61	59	2	0
Large Agency Totals	820	746	23	51
Statewide Totals	890	812	25	53

Appendix 3-8 shows further detail of the positions that will be transferred from each agency to VITA – as well as the number of new VITA customers originating from each agency. Over the 18-month consolidation period, the ratio of new customers to new employees will increase by 64 percent as illustrated on the next page. The ability of VITA to serve more customers with proportionally fewer employees will be enhanced by economies of scale and new centralized technologies that were not economically feasible with the distributed service model that predominated in the past.

Figure 3-4
VITA Infrastructure Services
Increased Leverage of Professional Staff

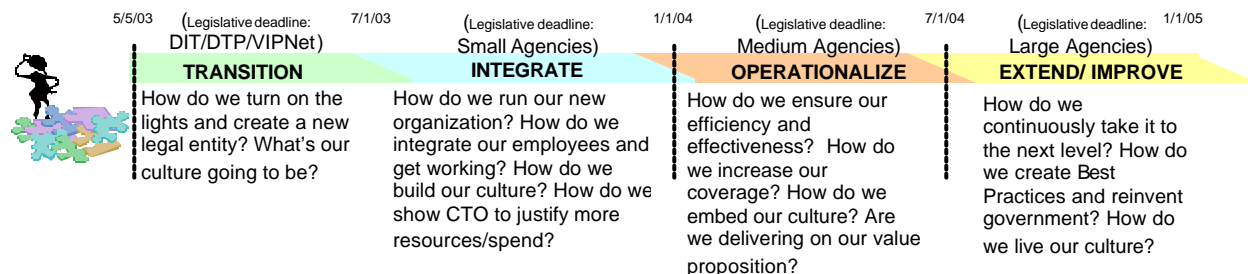


Transition Phase Ia—DIT, DTP, VIPNet Authority

While the legislation creating VITA divides the consolidation process into three major phases (Phase I: Small agencies; Phase II: Medium agencies; and Phase III: Large agencies), the initial consolidation phase can be split into two major subsections—Transition and Integration. In Transition Phase Ia, the three agencies within the Technology Secretariat—the Department of Information Technology (DIT), the Department of Technology Planning (DTP), and the Virginia Information Providers Network Authority (VIPNet Authority)—were abolished on June 30, and the employees and functions of those agencies were merged into VITA. Two related boards were abolished as well, including the VIPNet Authority Board and the Chief Information Officer Advisory Board.

The second half of Phase I is the Integration Phase Ib where VITA consolidates the IT functions of small agencies. Future phases include Operationalize (Medium agencies) and Extend/Improve (Large agencies) as depicted in the figure below.

VITA Phases of Integration



Secretary Newstrom established the VITA Transition Office in April 2003 and named DIT Director Cheryl Clark Chief Transition Officer (CTO). In this capacity, she oversaw a number of cross-functional, highly interdependent teams responsible for creating the new organization, transferring the functions and processes of the existing agencies, and ensuring a seamless transition for personnel and customers. The VITA Transition Office accomplishments include:

- No net layoffs of IT staff
- No disruption in ongoing services
- Creation of the “shell” organization of VITA and initial mapping of all employees
- Hiring the first tier of leadership positions
- Developing a plan and sequence for service consolidation
- Developing a draft Memorandum of Agreement
- Identifying cost-takeout strategies
- Consolidating the staff and functions of DIT, DTP, and VIPNet Authority into VITA
- Frequent and consistent communication with stakeholders

Mapping Central Service Agency Employees

As the Transition Office created the “shell” organization for VITA, it conducted an extensive Personnel Due Diligence exercise detailed previously to collect information on IT employees throughout the Commonwealth. To ensure all IT employees were treated equally and fairly in the “mapping” process, the Transition Office mapped central service employees into organizational units within VITA at the same time all other prospective VITA employees from external agencies were completing the Personnel Due Diligence steps described above.

On June 5, all employees of DIT, DTP, and VIPNet received from their supervisors a personalized letter informing them of their new assignments, including position number, VITA Directorate, department, cost center, and new e-mail address reflecting the Virginia.gov standards (See Section 2).

The majority of the 369 employees continue to perform the same or similar functions they did prior to July 1. The Partnership Division of DIT was abolished, as the functions of the Division were distributed among different areas of the new VITA organization. The employees of the Division were redeployed to different areas of VITA based on their skills and interests and the needs of the organization. With the exception of the Roanoke office, the support team serving the Governor’s Office, and a few employees who work off-site, all employees of the three agencies were previously collocated in a single facility.

Establishing The VITA Headquarters

In anticipation of the growth and evolution of VITA, the VITA leadership team and several associates moved from the Richmond Plaza Building at 110 South 7th Street and established the VITA Headquarters at 411 East Franklin Street in downtown Richmond on July 14. The move was predicated on best practices for organizations that are widely distributed across multiple organizations the way VITA will be. The “hub and spoke” configuration is a best practice, where the executive offices are centralized into a “hub” with the working locations (like the Richmond Plaza Building and others to come in the near future) as “spokes” connected to the hub. This important adjustment ensures optimal operations in VITA’s new model and is forward-looking in nature.

The new office space offers distinct advantages, including:

- Top leadership can work as a closely functioning team and identify and take advantage of the many interdependencies across the organization.
- Additional office space is made available in the Richmond Plaza Building that will be required as permanent staff continue to be absorbed.
- Some portion of the Richmond Plaza Building can be used to accommodate partners from other agencies working actively with VITA, such as VDOT staff and the members of the Small Agency Consolidation Team, who need adequate, convenient space where they and VITA can work closely together.

The VITA leadership team will continue to be active, visible, accountable, and involved from their new location, and will be highly visible to VITA employees and customer agencies throughout the Commonwealth.

Framework for Transitioning Agency Service Delivery

The VITA Agency Service Transition Process is a framework for determining how services will be consolidated and delivered by VITA to state agencies. The framework provides the following advantages and benefits:

- **Provides for economies by grouping analysis efforts.** Key to the consolidation effort is realizing cost savings and efficiencies in delivering IT services to the Commonwealth. Services scaled for a larger group can enable lower overall costs per user. How services are scaled and supported for a group of agencies is different than how they are scaled and delivered for a single agency, resulting in fewer servers, less overall administration burden, and increased standardization. This framework views the services disposition at the group level to enable such scaling and efficiencies.
- **Shortens the time line by enabling parallel efforts.** Once the grouping is defined the inventory and assessment efforts are performed in parallel by multiple teams. Parallel efforts also provide greater consistency, team building, and collaboration for refining results.
- **Enables flexibility in determining service delivery sets.** Viewing the service delivery set across a broader set of agencies allows VITA to consider a greater array of options on how the services are delivered. This provides for increased opportunities for cost savings, creativity and access to more services than if considered at a single agency level.

- **Scalable and repeatable for medium and large agencies.** By changing the strategy step to include a different set of agencies, the Agency Service Transition process is repeatable for medium and large agencies. Scaling would likely take the form of fewer agencies by group as the size of the individual agencies increases.

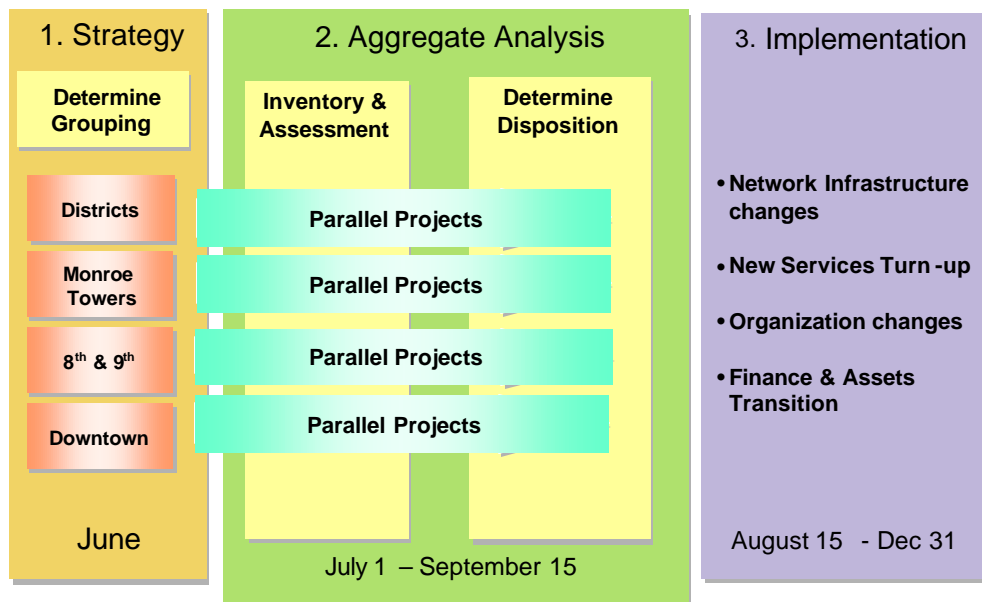


Figure 3-5—Major Transition Phases with Parallel Efforts

Three Step Transition Process

Transitioning agencies to VITA services follows a three step transition process.

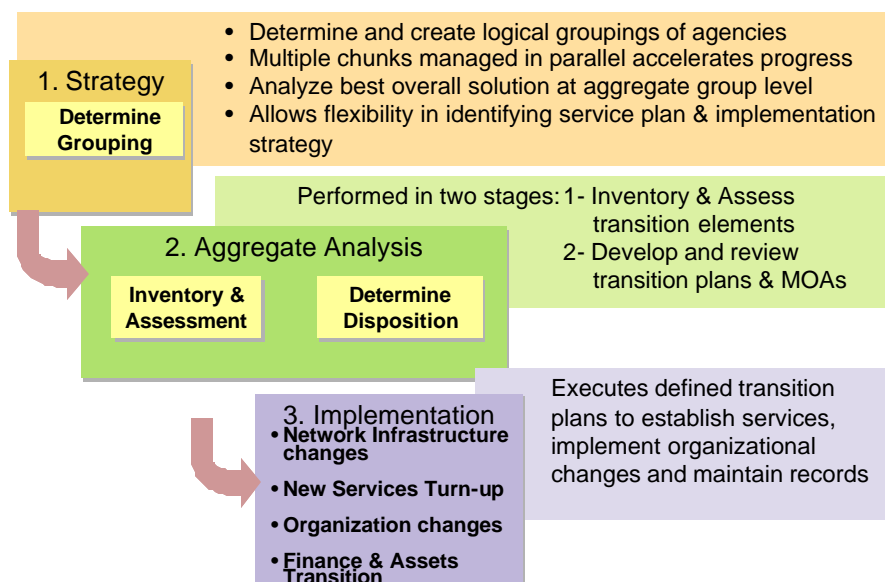


Figure 3-6—Three-Step Transition Process

Step 1: Strategy

The strategy step identifies the logical grouping of agencies for assessment & analysis. Logical grouping is primarily influenced by geographic location. For small agencies this has been organized by 1) VDOT Districts, and 2) Downtown Richmond, including 8th and 9th street offices, Monroe Tower, and other downtown offices.

Step 2: Aggregate Analysis

The aggregate analysis phase gathers information from the selected group of agencies and defines the service delivery plans for providing VITA services. The aggregate analysis is performed in two stages: Inventory & Assessment, then Disposition.

Inventory & Assessment

The Inventory and assessment stage collects information about the agency group and develops analysis on services and remediation. This stage begins with notification to the agency, through the individual designated as the Agency Information Technology Resource (AITR), that VITA analysis teams will be on-site to interview and collect/validate technical information. Prior to the visits, existing information about the agency from the IT asset portfolio system, or knowledge held through other source documents, network configurations, previous service plans or through personnel familiar with the agency is gathered.

Given this background information, the assessment team next conducts the on-site analysis for each agency in the group by conducting interviews, using network assessment tools and completing the assessment questionnaire. Results of the collection are then transmitted to the assessment FTP site. Sample analysis results are available in Appendix 3-9.

Data collected from the inventory & assessment is reviewed by the analysis team to develop draft recommendations for remediation actions and services.

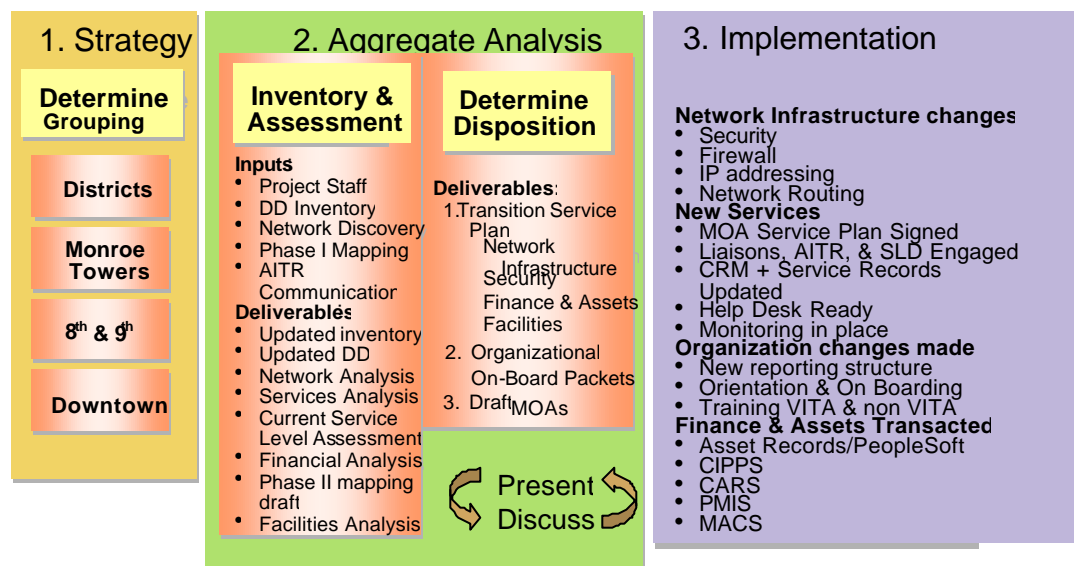


Figure 3-7-Three-Step Process Applied to Small Agency Transition

Disposition

The disposition stage uses information & observations from the analysis and draft recommendations to develop formal plans for approving the changes. The plans for changes are divided into two major categories:

- **Remediation Plan**—This section identifies any changes required to place the agency on a secure, reliable network, including any changes in security protocols & procedures, firewall enhancements, network upgrades or network routing changes. In addition, the facilities required to support the computing environment are reviewed. This may include equipment relocation, locked server cabinets, or cable routing. Any changes to the computing services platforms planned are also documented in this section.
- **Investment Summary**—This section identifies the personnel, equipment, and funding for which VITA will assume management responsibility, including credits the agency receives for the assets transitioned to VITA. Staff assignment, support structure, and service procedures are reviewed in addition to any other financial transactions associated with on-boarding.

Once the disposition plans are drawn up, they are presented in the Service Transition Plan (Appendix 3-9) for review and discussion with the AITRs and agency heads, in conjunction with the MOA outlining services to be provided. The approved plans and approved MOA then form the basis for the timelines, service plans, resources, fees, and approach for transitioning the agency to VITA service.

Step 3: Implementation

The implementation step follows next, activating the approved plans from the disposition step. This includes:

- Changes to the infrastructure and facilities, including any security, routing, and network changes;
- Implementing new services, along with orienting and engaging the service support and service delivery staffs, and implementing service level monitoring and reporting capabilities;
- Implementing the organizational changes and new personnel roles;
- Completing the transactions for effecting the assets and financial transactions associated with transition.

Transition Work Team Roles

Management of the VITA Agency Service Transition process is accomplished through leadership roles and subordinate assignments to various subject areas involved through the transition.

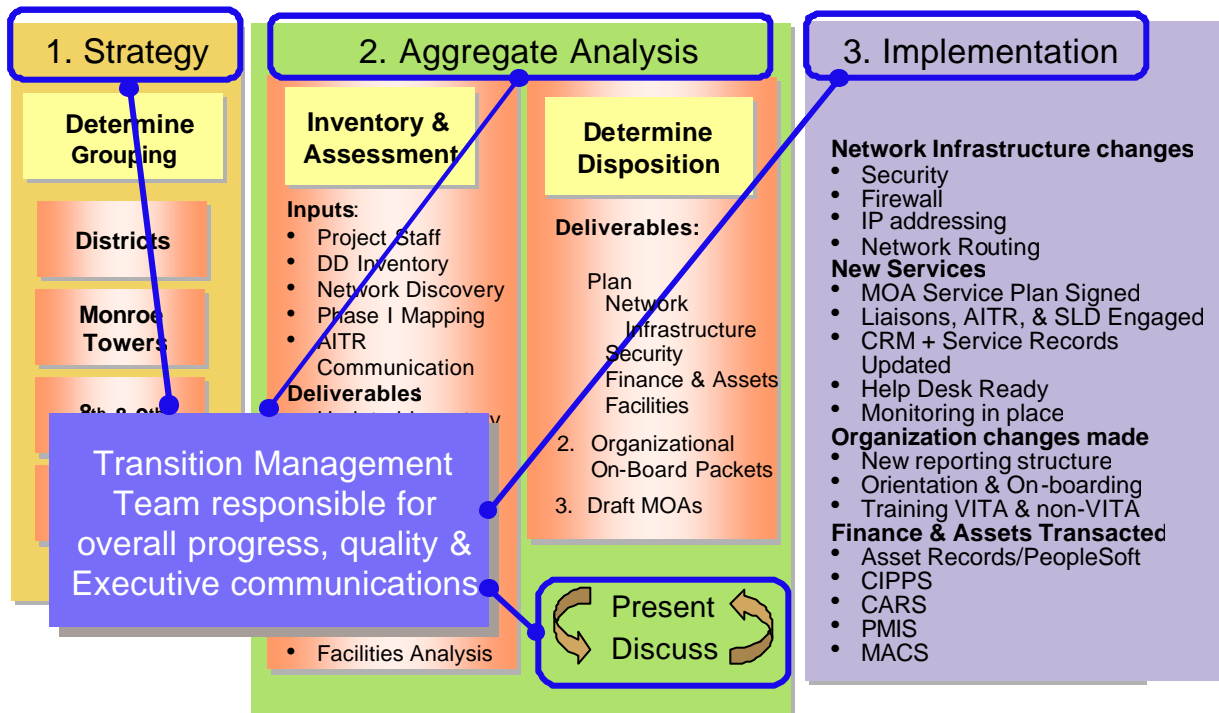


Figure 3-8-Transition Management Team Roles

The **Transition Management Team** has overall responsibility for the service transition process, including assuring quality, executive communications, planning, resource assignments and negotiating & approving the implementation plans. Supporting this leadership team are several subordinate teams with responsibilities as described below.

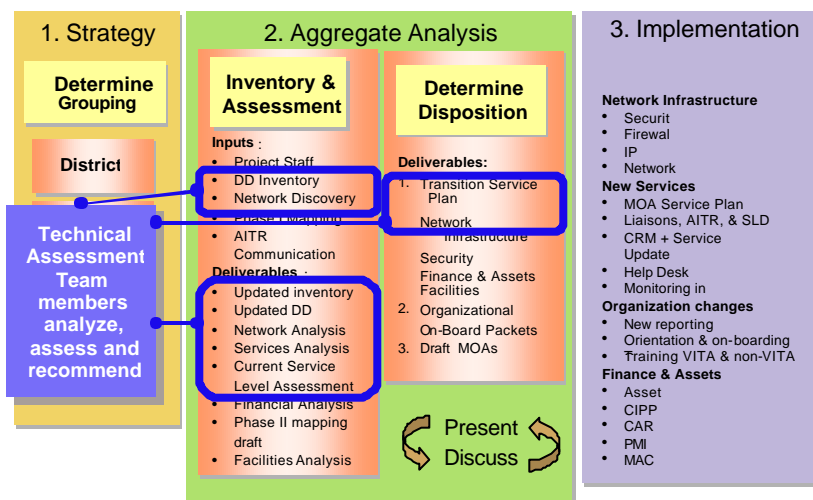


Figure 3-9—Technical Assessment Team Roles

The **Technical Assessment Team** gathers existing inventory and agency background information, performs on-site technical assessment, and participates in developing the technical portion of the service delivery plans, including infrastructure changes and new service plans.

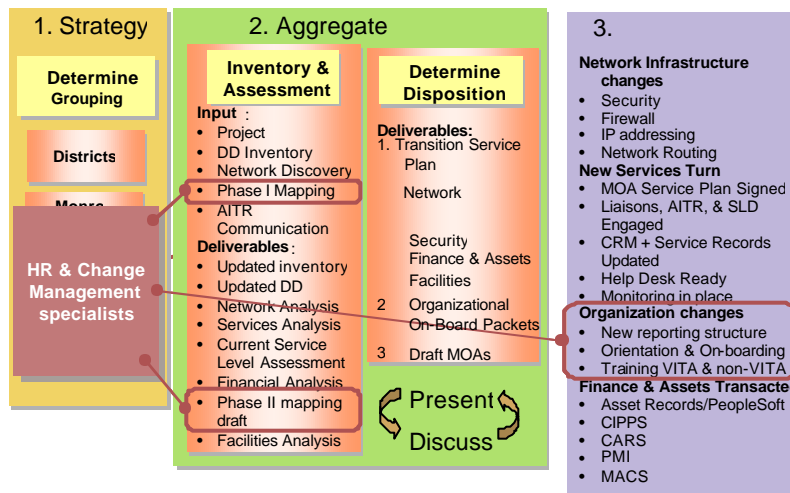


Figure 3-10 HR & Change Management Team Roles

The **HR & Change Management Team** is responsible for validating the MEL allocation changes, preparing the organizational change plan, and conducting new VITA employee orientation.

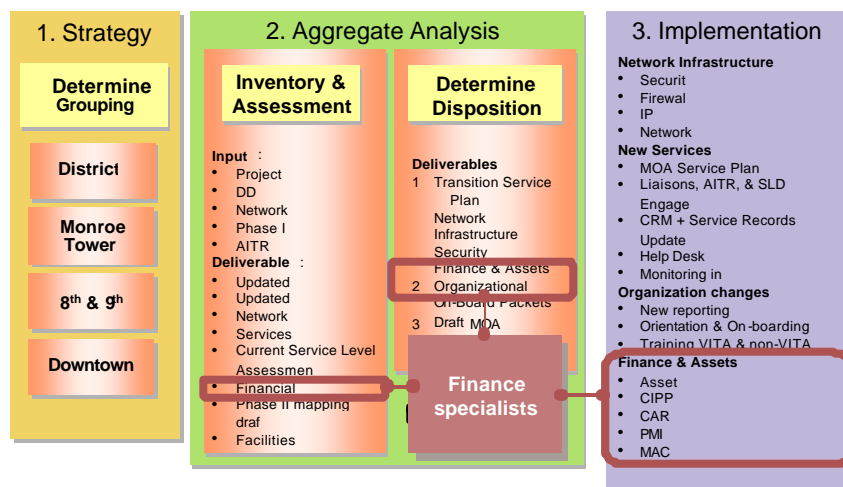


Figure 3-11—Finance Specialists Roles

Finance Specialists prepare the financial and assets transactions documents and executes the needed systems transactions to make the changes.

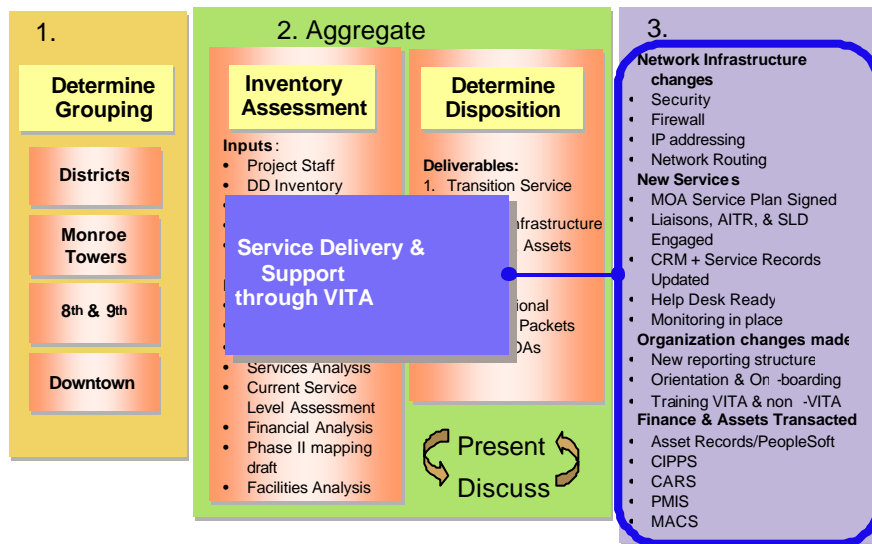


Figure 3-12—Service Delivery & Service Support Teams Roles

Service Delivery & Service Support Teams are the in-VITA service teams responsible for day-to-day operation support and delivery of VITA services. These teams assume on-going responsibility for the customer after transition.

Phase Ib—Small Agencies--Schedule & Current Status

In April 2003 VITA chartered a Small Agency Consolidation team to assess and recommend strategies for the transfer of small agencies to VITA support. Through on-site agency interviews and general technical assessment, the team recommended the following high-level schedule.

Agency Code	Agency Name	WAVE	Start	Finish
132	Elections, State Board of	Pilot	8/1/2003	9/19/2003
506	Motor Vehicle Dealer Board	1	9/15/2003	9/19/2003
239	Frontier Culture Museum of Virginia	1	9/15/2003	9/19/2003
163	Department for the Aging	1	9/29/2003	10/3/2003
505	Department of Rail & Public Transportation	1	9/29/2003	10/3/2003
170	Council on Human Rights	1	9/29/2003	10/3/2003
245	State Council of Higher Education for Virginia	1	10/6/2003	10/10/2003
962	Department of Employment Dispute Resolution	1	10/6/2003	10/10/2003
173	Charitable Gaming Commission	1	10/6/2003	10/10/2003
157	Compensation Board	2	10/13/2003	10/17/2003
841	Department of Aviation	2	10/13/2003	10/17/2003
148	Virginia Commission for the Arts	2	10/20/2003	10/24/2003
417	Gunston Hall	2	10/20/2003	10/24/2003
127	Emergency Management, Department of	2	10/20/2003	10/24/2003
960	Fire Programs, Department of	2	10/27/2003	10/31/2003
169	Commonwealth Competition Council	2	10/27/2003	10/31/2003
405	Racing Commission	2	10/27/2003	10/31/2003
319	Chippokes Plantation Farm Foundation	3	11/3/2003	11/7/2003
934	Center for Innovative Technology	3	11/3/2003	11/7/2003
408	Chesapeake Bay Local Assistance Department	3	11/3/2003	11/7/2003
942	Virginia Museum of Natural History	3	11/10/2003	11/14/2003
226	Board of Accountancy	3	11/10/2003	11/14/2003
325	Department of Business Assistance	3	11/17/2003	11/21/2003
232	Department of Minority Business Enterprise	3	11/17/2003	11/21/2003
	Virginia War Memorial, Board of Trustees	3	11/17/2003	11/21/2003
122	Department of Planning & Budget	3	12/1/2003	12/5/2003
180	Administration, Secretary of	0		
192	Commerce and Trade, Secretary	0		
166	Commonwealth, Secretary of the	0		
185	Education, Secretary of	0		
190	Finance, Secretary of	0		
188	Health and Human Resources, Secretary of	0		
183	Natural Resources, Secretary of	0		
121	Office of the Governor	0		
187	Public Safety, Secretary of	0		
184	Technology, Secretary of	0		
186	Transportation, Secretary of	0		

Note: Secretariats and the Governor's Office were considered WAVE 0 as they inherently transitioned to VITA upon its creation on July 1, 2003.

The VITA Agency Service Transition process, as described above, is currently operational for small agencies. The Leadership and Technical Teams have been identified, the Strategy step has been completed for small agencies, and on-site assessments are complete for 80 small-agency locations. Disposition is completed for the pilot small agency with implementation scheduled to be complete by the end of August 2003.

Partnership with VDOT

In order to meet the needs of small agencies in the specified timeframe, it is imperative that VITA has the resources to provide minimal support for service desk, desktop support and other daily technology tasks. VDOT has an extensive background providing services to thousands of users in every corner of the state. Although VDOT was not slated to transition until much later, the resources available and the infrastructure already in place provide many of the foundational resources needed by VITA to make the small agency transitions a success. At this point in time VITA and VDOT have started to develop a formal partnership arrangement to help transition the small agencies to VITA with the help of VDOT staff. In addition, VDOT and VITA are planning for the complete transition of VDOT to VITA as the first large agency in early 2004. Appendix 3-10 contains the draft agreement between VDOT and VITA.

Phases II (Medium Agencies) and III (Large Agencies)

VITA believes the framework established for transitioning small agency service delivery is transferable to medium and large size agencies.

The applicability of this process will be validated by a Medium Agency Transition (MAT) team that will consist of agency personnel. The MAT Team will be created in the fall 2003, followed by the chartering of a similar Large Agency Consolidation team in the winter 2003.